

PERFORMANCE MANAGEMENT AND EFFICIENCY OF COMMUNICATION

LIVIU NEAMTU

ASSOCIATE PROFESSOR, “*CONSTANTIN BRANCUSI*” UNIVERSITY,
e-mail: professor.neamtu@yahoo.com

ADINA CLAUDIA NEAMTU

FULL PROFESSOR, “*CONSTANTIN BRANCUSI*” UNIVERSITY.
e-mail: neamtual@yahoo.com

Resume

Performance management is, in fact, that systemic coordination process through communication of actions undertaken by the firm in the context of an environment which is in a continuous movement and transformation, which anticipates changes, taking appropriate response measures, time-reacting, dynamically, flexible and quickly to these changes through appropriate strategies, which application in practice is monitored, controlled and adjusted continuously.

Performance management is defined as complete and complex levels of communication on organizing through strategies, policy decisions, coordination with business plans and innovative programs and tactics along with the steps required to implement these levels in the company's activity.

Performance management is the management of the company based on communication and participativ management; therefore the efficiency of communication and participativ management is the foundation of performance management, it outlines the priorities, thus becoming the basic factor in the development of management programs and in the course of their ongoing.

Consequently, for running relevant and profitable a business, a company needs performance management areas well-delineated, with specific tasks, that can transform customer or generally the society needs into profitable business opportunities.

Keywords:: performance, efficiency, communication, participativ management

Clasificare JEL : M12, M14, M38

1. Introduction and context of the study

Creating connections of credibility between business and the environment leads to business success of the company, to processing needs of society in profitable possibilities of action.

The organization, with its specific origins, with know-how and its powers, with its previous options, constitute a system, i.e. a dynamic network of relations and of mutual exchanges between its constituent parts.

If conceptually is appropriate and it is well put in practice the system represents the pinnacle of economic and judicial options and is characterized by sustainable and harmonious relationships between its various components [2], relations established and adjusted over time.

In a market economy, which is in continuous transformation, the success a business conducted by any firm can have depends on how the outcome is perceived by the firm's clients [3].

According to the composition of the management in services, even if in the service sector, the process is by definition, without material substance, in the actual practice, there is a simultaneous companionship, existing a benefic synergy for the efficiency of the activities [4] deployed by companies and for the satisfaction received by customers between the carried services and the products they include or between the offered goods and the services that accompany them; so it is difficult to delimitate in practice the actual goods from the pure services, actually having to do

with complex packages of goods and services that are offered to customers simultaneously and by which they benefit without necessarily knowing that they dispose of different categories of utilities [7].

Generally, the present management makes the transition from the orientation of the firm towards its own possibilities when it does an economic activity, to an orientation towards its exterior, towards the study of the market, the company is not seen as a self-sustaining entity, but is integrated in its external environment, to which it permanently reports itself.

One can speak so about the existence of an interactive management inside a company, that makes the relation between customer and provider to be the center of attention of the actions done by the firm; this type of management confers amplitude and openness towards the market to the firm's internal management; more so than in selling goods, in case of the management applied in services, the accent is posed on this relationship between the quality of the process and the satisfaction received by the customer, the role of the human resource being reflected in the internal management of the company, while the relationship established between the company and the customer is reflected in the interactive management.

The interactive management must not be confused with the exterior management, that realizes the communication between the company and its environment by perceiving tariffs and prices, by distribution and promotion of any type, by the connections established with the market.

The company which fails to create a strategic system capable of operating a corresponding market strategy will be doomed sooner or later to extinction. In other words, a good deal is not assessed through the manufacturer, but by the customer, meaning the degree to which it can meet the demand of a particular customer at a time [8].

A successful formula that is at the basis of a business cannot have a permanent feature.

What is viable for a particular business, a particular company, a period of time, it will not work the same parameters for another business of another company and another time, only if it could be maintained constant environmental conditions, which, in a world in constant motion and in constant evolution is impossible to achieve [1].

2. Communication within participative management

As a matter of fact, economic enmity is always dispute between strategic systems with different properties, allowing therefore skills and various capabilities.

The changes occurring within the environment [5] are reflected in fact in everything we understand through the world in which we live; they are particularly emphasized and occur in at least three models (trends).

The first trend is the increase in number, structure and form, in value and value of use, of the products, services, technologies used for the creation of goods and services to high-performance, high quality and with a higher degree of complexity.

Another trend of the modern world is represented by accelerate the pace of change in all of the areas of activity, which becomes, in practice, one of the main causes of the third trend, which appears in this context as a normal effect of changes frequency.

All of these deep changes affecting economic and social environment is located in a normal, objective connection, defining the elements of the current period that the world in which we live passes through.

Essentially, performance management and marketing create, maintain and raise the standard of living, they are complex social and organizational processes which create and offer products and services wanted by the market, at a certain value.

Final effect is felt in a third trend of the market characterized by increasing the speed of the air vent, of the appearance on the market of new created products and services, in a fast-paced, spread over the whole economic and social activity, with a rate of dispersion extremely high, alert, dynamising the whole system of the world today [11].

Internal structure of the organization is characterized primarily by the degree of structural fragmentation which gives the size of the organization's subdivisions components and dispersion.

The role of efficiency communications is clearly revealed by their functions:

- create more consistent, coherent and continuous messages;
- much greater impact on sales;
- increasing efficiency management system.

This can be achieved by unifying messages, images and perceptions regarding the company and its offer in an unified and integrated system of performance management based on participative management, which contains the entire ensemble of activities performed for contacting the right customers through the right messages at the right time and place: the right customers, the right messages, the right time, the right place.

The writers of promotional messages need: suitable psychological axis, way to approach, style, tone, words, forms.

All these elements are found in an effective message only if it leads to a coherent image about the organization and its management.

It follows, thus, organizations with a maximum concentration with collaborative structures and decentralized organizations with representative structures.

Secondly, the structure is characterized by the degree of diversification in subdivisions and the heterogeneity level of the organization.

It should be recorded homogeneous structures for organizations and specialized heterogeneous structures for diversified organizations.

These aspects are recorded in Figure no. 1., Directions for the definition of organization structure:

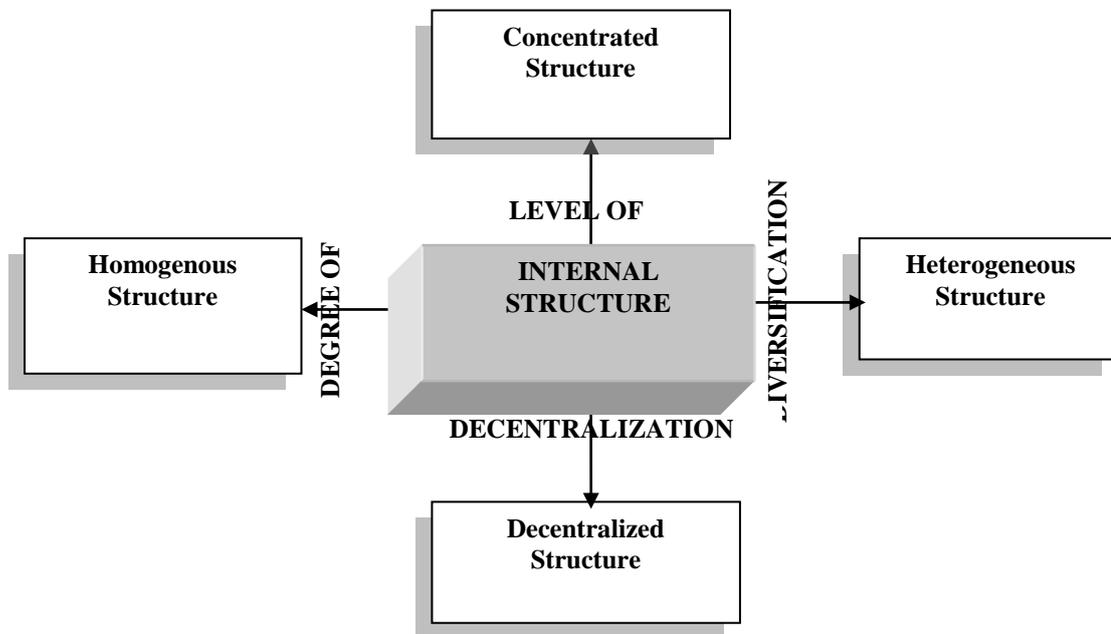


Figure no. 1. Directions for the definition of organization structure

Confronting such trends, the existence, even survival of firms, is conditioned by their power to adapt to changes and to the speed of propagation of these changes.

The reaction speed decision-making process of the companies is also conditioned, in turn, by the ability of companies to foresee changes in real time and to assess the rate of production [10].

Consequently, for running relevant and profitable a business, a company needs management areas well-delineated, with specific tasks, that can transform customer or generally the society needs into profitable business opportunities.

Modern organizations must have the ability to study and approach the market through the constant changes taking place in the market economy:

- Desintegration of mass markets into a lot of mini-markets, differentiated and specific with a broad range of auditors;
- The emergence, development and shaping of certain types of increasingly diverse and complex means of communication and information;
- Emancipation and continuously changing of consumer levels of options and demands.

For such an approach of markets and consumers it is necessary to implement the management communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communications disciplines and combines these disciplines to provide clarity, consistency and maximum communications impact through the seamless integration of discrete messages in a unitary structure.

Through the communication, as a major part of the participative management but also part of performance management (Figure no. 2, Management based on communication), are transmitted paid efficiency messages which stimulate the desires of the potential customers and form positive associations about the product, service or the promoted organization, within a complex process, with stages, sequences and multiple means, using more or less subtle and different methods of psychological manipulation:

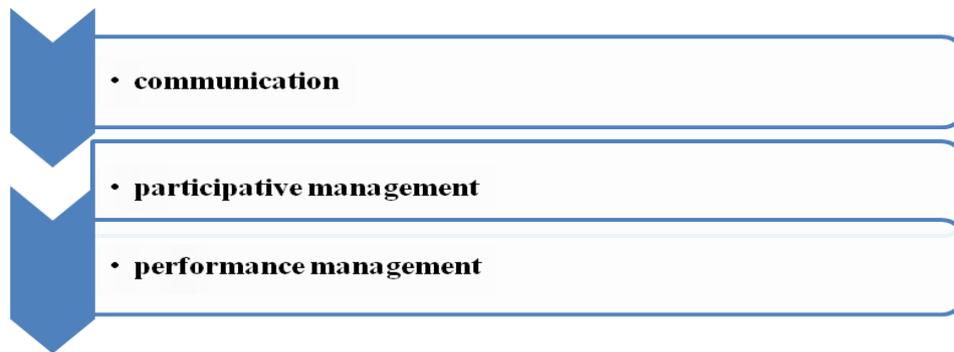


Figure no. 2 Management based on communication

For a participative management to function successfully within an organization, in performance management of the organization, there are several conditions that must be fulfilled:

- the organization's staff shall be educated in the spirit of communication, which implies a recultivation focused on various forms of communication, without losing the skills of specialists;
- the general manager will implement this system by the instrumentality of a director of communications (communication manager), who will hold full responsibility on communication efforts through a functional system of management communication, organically engaged, into the organization's management structure;
- each communication tool shall be regarded as a center of profit and loss, constantly analyzed through the prism of efficiency / cost ratio [12];
- each category of expenses on each item and on each stage of the lifecycle of the product or offer, directly correlated with the effect obtained shall be reflected in a budget.

The conclusion is that the strategic planning in participative management is designed to help organizations fundamentally rethink how they do their work, following two directions: increasing business value by improving the major end product value and customer service; reducing total costs and especially the operational ones.

The final effect is specifically reaching a maximum efficiency of each process by communication, efficiency by which afterwards depend the cost-effectively enhancing on the activity's field, the business unit profitability and the efficiency throughout the organization, conforme Table no.1. Functional Planning in participative management:

Table no.1. Functional Planning in participative management

Functional Planning				
Research-Development	Production		Commercial and Marketing	
<ul style="list-style-type: none"> - market research an prediction; - product design; - technologies' development; - fabrication adjustment. 	<ul style="list-style-type: none"> - planning fabrication line; - planning sub-assembly production; - planning auxiliary production; - planning final assembly. 		<ul style="list-style-type: none"> - supply; - storage; - distribution ; - planning, communication, promotion. 	
Efficient communication				
	Financial Accounting	Efficient communication	Human Resources	
	<ul style="list-style-type: none"> - planning price ; - identification of financial; resources; - active planning. 		<ul style="list-style-type: none"> - human resource planning; - planning activity programs. 	

3. Conclusions

The activity of communication forms in management a real geyser or tip of the iceberg, visible from a distance, conspicuous but whose roots are much deeper than what appears on the surface. Communication is prepared in the organizational structures relying mainly on creativity and becomes visible during participative management.

It never stops, is always active, fit, attractive and folded on what organization staff want to hear and what the companies want to convey. On the other hand, market dynamics, diversification of supply and demand made the promotion to acquire, in all its forms and aspects, a more dynamic structure, folded on the requirements and development of the growing market.

This communication capacity of the management system will largely determine its ability to enjoy all the economic benefits resulting from volume and scale effects, without being affected by the harmful effects of the cost of complexity.

The set policies communication become mandatory to follow for all levels of the company, they are for all departments, divisions and compartments that are involved in its respective business called strategic business unit. Within a firm these policies concern all activities involved in a particular business, being applied by all persons in positions of leadership and with decision-making responsibilities.

Any decision will be taken within the business, irrespective of managerial level, will be subject to restrictions on communication policy, having as elements fundamental decision criteria set out in the polices' levels.

It is clear that the organization's performance management consists of a set of skills, of know-how, resources and technologies owned by the firm, viewed as a product of the existing organization, created with the aim of its economic realization and support options.

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